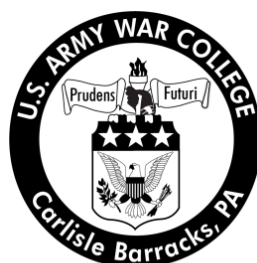


America's Heroes – Preparing our Vets for Civilian Employment

By

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United States Army War College
Class of 2012

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USAWC CIVILIAN RESEARCH PROJECT

**AMERICA'S HEROES – PREPARING OUR VETS FOR
CIVILIAN EMPLOYMENT**

by

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The views expressed in this student academic research paper are those of the author and do not reflect the official policy or position of Honeywell Aerospace, the Department of the Army, Department of Defense, or the U.S. Government.

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ABSTRACT

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The United States currently faces an unprecedented high unemployment rate for our Veterans. This issue requires all DOD agencies to use fresh thinking on how to resolve this issue. The un-employment rate for Iraq-and Afghanistan –era veterans averaged 12.1 percent in 2011, and topped 30 percent among those under age 25 significantly higher than non-veterans.

This crisis presents an opportunity for constructive change to our current transition programs and in particular on how we partner with corporate America. Currently there is not a centralized information source for Veterans. Also there is no clear conduit for industry to get educated on the process. Corporations are faced with literally dozens of programs, both government and private which causes industry to lose their initiative in pursuing Veterans.

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AMERICA'S HEROES – PREPARING OUR VETS FOR CIVILIAN EMPLOYMENT

The Iraq War was officially declared over on December 15, 2011 by U.S. Defense Secretary Leon Panetta. The conflict began on March 20, 2003.¹ According to the Department of Defense's Casualty Report, the U.S. Armed Forces wounded count during this timeframe reached 32,226 and the injured/diseased/other medical count reached 47,541.² In early March 2011, at the American Legion Mid-Winter Conference, the Secretary of the Department of Veterans Affairs (VA), Honorable Eric K. Shinseki, stated the "VA's mission is crucial to their transition home. As President Lincoln reminded us 146 years ago, we "care for [those] who have borne the battle and [their spouses] and orphan[s]." ³ However, the VA, one governmental entity, cannot transition our veterans back into civilian life by itself.

The Bureau of Labor Statistics January 7, 2011 figures showed a national unemployment rate of 9.4 percent in December 2010 – a drop of 0.4 percent from the previous month.⁴ Four months after the end of the Iraq War, on April 6, 2012 this same Bureau released the national unemployment rate of 8.2 percent in March 2012.⁵ Based on these figures the national unemployment rate is showing signs of a steady decline.

In the meantime, an Economic News Release from the Bureau of Labor Statistics, *Employment Situation of Veterans Summary*, dated March 20, 2012, stated that the "unemployment rate for veterans who served in the military at any time since September 2001 was 12.1 percent in 2011."⁶ Moreover, the summary

noted: “About 26 percent of Gulf War-era II veterans reported having a service-connected disability in August 2011, compared with about 14 percent of all veterans.” Another troubling statistic is that the unemployment rate of young American veterans – between the ages of 24 and 34 – is 30% which nearly quadruples the unemployment rate on a national level.

There are over 2 million Iraq and Afghanistan war veterans in the U.S. today; that number will likely double in the next few years. The services, Army and Marine Corps especially, are already drawing down to pre-9/11 levels with more cuts scheduled given the growing fiscal pressure on the Department of Defense (DoD). This country is entering its eleventh year of war, and the burden of these two conflicts has fallen disproportionately on many of the people that are a part of this drawdown now. This country owes them; and, sits in a precarious situation. If this country doesn’t rise for this challenge, the future of an all volunteer force is at stake. If this transition from active duty to civilian life is poorly executed, who is going to sign up the next time we need them? This may become a major political issue that DoD needs to stay ahead of or Congress may seek to impose solutions.

This issue also impacts National Guard and Reserve personnel as many have redeployed to find their jobs no longer exist, despite the Provisions of the Uniformed Services Employment and Re-employment Rights Act, USERRA, which purportedly applies to all employees, regardless of size, including both U.S.-controlled and U.S.-owned companies overseas. Were the Reservists protected under the law? The law states: “Upon completion of military service,

reservists must be given their civilian jobs back, provided that they meet the basic eligibility criteria of the re-employment rights law.” It goes on to state that, “Employers must make “reasonable efforts” to train or retrain returning employees and accommodate any disabilities incurred or aggravated during military service.” Why are the veterans’ unemployment rates so high?

In summary, the military drawdown is in progress and the unemployment rate for veterans is showing signs of an increase whereas the national unemployment rate is steadily declining. The question is why is the unemployment rates for veterans so high? Worst yet, failure to manage this drawdown effectively will cause those remaining in the Armed Forces to think more intently about their own commitment to staying in the service.

This article will analyze the U.S. Army Warrior Care and Transition Program (WCTP), Allied Barton Company’s veteran hiring program, a corporate network – 100,000 Jobs Mission, the President’s Veterans initiatives, and Transition Assistance Programs that are specifically designed to transition America’s heroes back into civilian life. Analysis of these programs will lead to a more informed understanding of what is being done to address the unemployment rates among veterans as well as a better understanding of why the veterans’ unemployment figures are so high, and, lastly, lead to recommendations for success for all entities engaged in proving solutions to this issue.

First, the U.S. Army WCTP is an evolutionary product of two prior initiatives: the U.S. Army Warrior Care Program and the Army Medical Action

Plan. The WCTP goals are to enhance the care of wounded warriors and improve their transition back to duty or into civilian. There are eight ongoing key components of this approach and three new initiatives. The eight ongoing key components are: Warrior Transition Units, Army Wounded Warrior Program, Comprehensive Transition Plan, Behavioral Health Care, Physical Disability Evaluation System, Ombudsman Assistance, Soldier and Family Assistance Centers, and Warrior Transition Complex Construction. The three new initiatives are: Healing Close to Home, DoD-VA Disability Evaluation Pilot, and DoD Recovery Care Program.⁷

The heart of the WCTP is the 36 Warrior Transition Units (WTU) located all around the world at major Army installations and the nine regional Community Based Warrior Transition Units located within the United States. The sole mission of the WTU is to provide comprehensive care management that allows assigned members to heal and transition. The most severely wounded and injured soldiers are supported by the Army Wounded Warrior Program (AW2). The AW2 component provides advocates for these soldiers to personally assist them and their families with day-to-day issues, such as benefits counseling, educational opportunities, and financial and career counseling. Within one month of the wounded warrior's arrival a Comprehensive Transition Plan is developed. This Plan provides a set of executable, tailored goals developed collaboratively with the wounded warrior and a multi-disciplinary team of physicians, case managers, specialty care providers and occupational therapists to transition to civilian or military. Wounded warriors diagnosed with behavioral

health care needs such as Post Traumatic Stress Disorder and Traumatic Brain Injury are provided specialized assistance, training, and intervention services. The Physical Disability Evaluation System has two medical boards (medical and physical evaluation) that have been practicing continuous process improvements that have resulted in a streamlined process and a reduction in paperwork needed for the adjudication process. The Ombudsman Assistance component ensures that the WCTP stays responsive to the needs of wounded warriors. Thirty-three Soldier and Family Assistance Centers exist on WTU installations to provide specialized family support services such as legal assistance, pastoral care, travel claims, etc. The Army continues to collaborate with the Department of Defense Leadership and Congress to obtain funding for the construction of additional facilities that will support the wounded warrior and their family.

The WCTP new initiatives include the healing “close to home” effort that will afford the wounded warrior an opportunity to recover at a WTU location closest to their home or primary support network. The DoD-VA Disability Evaluation Pilot is designed to improve the efficiency and effectiveness of completing disability determinations. Lastly, the DoD Recovery Care Program requires dedicated Recovery Care Coordinators (RCCs), to function in a capacity similar to the AW2 Advocates but with a different purpose. The RCCs will manage the care of soldiers whose injuries will likely preclude continued military service.

The U.S. Army’s WCTP has been evolving since early 2007 to address the needs of the Army’s wounded, ill, and injured soldiers. In January 2009 at a

Senate Armed Services Committee hearing, former Secretary of Defense Robert M. Gates, stated “As long as I am Secretary of Defense, I will continue to work to improve treatment and care for every single wounded warrior.”⁸ This statement clearly indicated the importance and priority given to wounded warriors on this Secretary’s agenda.

The U.S. Army’s WCTP program was designed to focus holistically on the wounded warrior’s rehabilitative care and military/civilian transition. The rehabilitative care portion of this Program has a robust staff of more than 3,600 highly-skilled, permanent cadre and staff to provide oversight of the wounded, ill and injured soldiers and are continuous streamlining the process with a variety of enhancements and/or refinements. However, the military to civilian transition component lacks a comparable number of personnel and process improvement practices. This portion of the WCTP requires the employment of highly-skilled specialists in organizational development to talent management and the existence of outreach processes connecting the wounded warrior with the necessary job-readiness training and employing organizations.

Allied Barton provides an example of a successful corporate approach to the employment of veterans using a talent management acquisition approach tailored specifically to veterans. Allied Barton is self-proclaimed as the largest American-owned contract security services company that offers security services to numerous industrial sectors such as chemical and petrochemical, shopping centers, defense and aerospace, transit, and financial institutions. Allied Barton’s organizational culture values characteristics similar to those learned in

the military, such as having a results-oriented mindset, proactively creating innovative solutions to address functional gaps, and decisive leadership. Allied Barton's talent management tactics for new employees includes the assignment of a mentor, attendance at an orientation session, completion of a skills assessment, and then a job assignment best complementing their skills set with the clients needs.

Allied Barton has forged partnerships with various military assistance groups, such as Employer Partnership of the Armed Forces, Employer Support of the Guard and Reserve, Wounded Warrior Project, HireVeterans.com, and American GI Forum. Company vacancies are announced on these organization's websites as well as their website www.greatsecurityjobs.com, their social media platform, www.hireveterans.com and Facebook. These valuable on-line tools are available resources for organizations to refer to veterans and increases Allied Barton's publicizing of career opportunities and military-friendly hiring.

Allied Barton's approach to reintegrating wounded warriors and their families to civilian life has earned them various awards.⁹ The Allied Barton leadership viewed the returning wounded warriors as a business opportunity and hired a Talents Management Acquisition Chief with a military background, developed strategies and goals, and designed and implemented initiatives and activities to gain the attention, acquisition, and retention of American veterans. Approximately 300 veterans and reservists were hired by Allied Barton during

2011, purportedly saving the Department of Defense \$4 million in unemployment costs.¹⁰

This third organization, 100,000 Jobs Mission, is a network of leading U.S. companies bannng together on a goal of hiring 100,000 transitioning service members and military veterans by 2020. This network consist of prominent U.S. companies such as JP Morgan Chase, 7-Eleven, Orbis, Fidelis, just to name a few. As of April 15, 2012, there are at least 39 U.S. companies with 100,000 Jobs Mission memberships and collectively they have hired 12,179 veterans¹¹. This network also has a link on the U.S. Veterans Pipeline website. U.S. Veterans Pipeline is a web portal designed to match veterans' military skills with employers in the corporate sector that are hiring.

The purpose of 100,000 Jobs Mission is quite clear and the website did not reveal any details of its inner workings. This Network started in March 2011. Initially, the goal deadline was December 2013. In September 2011, they had reportedly hired 2,675 veterans. They appeared to be falling short of their goal and then adjusted their deadline to 2020. To reach their goal, 954 veterans would need to be hired each month from now to December 2020. It appears that from March to September 2011 an average of 382 veterans were hired each month. The effort is commendable and their membership is steadily growing. The fact that they adjusted their deadline by an additional 7 years underscores the breadth and depth of this challenge to transition veterans into the workplace even for these leading U.S. companies. To achieve this goal, recommend that JP Morgan establish a Stakeholder Engagement and Outreach Program to

increase their website's awareness, membership level and chances of meeting their goal of hiring 100,000 transitioning service members and military veterans by 2020.

Lastly, the Veterans Job Corps initiative was announced by President Obama in his State of the Union address in January 2012. This initiative is being leveraged on the progress achieved from several other initiatives introduced by the President since taking office. The Veterans Job Corps is designed to help returning veterans find pathways to civilian employment. It consists of four projects that leverages the skills developed in the military. The four projects include: new incentives to hire veterans as first responders, hiring veterans to protect Americans as first responders and law enforcement officers, putting veterans to work preserving and restoring America's land and resources, and lastly, supporting veterans entrepreneurship by building our next generation of small business leaders.

The first project, the new incentives to hire veterans as responders, includes the usage of two grants: Community Oriented Policing Services (COP) and Staffing for Adequate Fire and Emergency Response (SAFER). The President allocated \$166 million to COP 2012 grant dollars and \$320 million to SAFER 2012. These grants will give preference to communities that recruit and hire post-9/11 veterans to serve as police officers and firefighters. The COP's funding preserves law enforcement jobs and spurs new ones by making grant awards to communities across the country. SAFER grants provide funding directly to fire departments and volunteer firefighter interest organizations in

order to help them increase and retain the number of trained firefighters available in their communities, enhancing the local fire departments' abilities to comply with staffing, response, and operational standards.

The second project, hiring veterans to protect Americans as first responders and law enforcement officers, is designed to encourage firefighter hiring. The President included in his FY13 budget \$4 billion in COPS funding and \$1 billion for SAFER grants which encourages firefighter hiring. A preference will be given to communities that hire post-9/11 veterans.

The third project, putting veterans to work preserving and restoring America's land and resources, involves the development of a Veterans Job Corps conservation program that will put up to 20,000 veterans back to work over the next five years. The President proposed \$1 billion dollars for this project that will continue to protect and rebuild America. This project will have veterans leading the way in restoring our great outdoors by providing visitor programs, restoring habitats, protecting cultural resources, eradicating invasive species, and operating facilities. Additionally, our veterans will help make a significant dent in the deferred maintenance of our Federal, State, local, and tribal lands including jobs that will repair and rehabilitate trails, roads, levees, recreation facilities and other assets. The project will serve all veterans, but will have a particular focus on post-9/11 veterans.

The last project, supporting veteran's entrepreneurship by building our next generation of small business leaders, involves an expansion of entrepreneurship training opportunities for separating service members and

veterans. As part of the VA-DOD Task Force for a Career Ready Military that the President established in August of last year, the Departments of Defense and Veteran Affairs, working with the Small Business Administration (SBA), are developing a two-day entrepreneurship program as part of the Transition Assistance Program that will be available to all service members. In addition, once service members separate, SBA will offer veterans more in-depth entrepreneurial training through an 8-week online training program that will teach the fundamentals of small business ownership to over 10,000 veterans annually, as well as an expansion of the existing suite of programs and public-private partnerships supporting entrepreneurship and small business development opportunities for veterans and veterans' families, including an intensive entrepreneurship boot camp.

Previous projects initiated by the President that have proven to be successful are listed in the below illustration.

Previous Projects Initiated by President Obama	
Creating Two New Veterans' Tax Credits	Returning Heroes Tax Credit - up to \$5,600 for firms to hire unemployed veterans Wounded Warrior Tax Credit - doubled the existing tax credit for long-term unemployed veterans with service-connected disabilities to \$9,600
Private Sector to Hire or Train 100,000 Veterans and Their Spouses By 2013	Challenged Private Sector to Hire or Train Veterans and their spouses by the end of 2013
Increasing Access to Intensive Reemployment Services	Downloadable Veteran Gold Card, enhanced reemployment services including six months of personalized case management, assessments and counseling at the roughly 3,000 One-Stop Career Centers
Developing Online Tools to Boost Veteran Employment	Veterans Job Bank, tool to help veterans find job postings from companies looking to hire them. My Next Move for Veterans, a new

	online resource that allows veterans to enter their military occupation code and discover civilian occupations for which they are qualified
Increasing Hiring of Veterans in Healthcare-related Fields	Challenged Community Health Centers to hire 8,000 veterans over the next three years and to open up career-paths beyond nursing and expand opportunities for veterans to become physician assistants

Although we have programs to include the U.S. Army's WCTP, companies like Allied Barton, 100,000 Jobs Mission and the Presidential initiatives, the unemployment rate remains high and highest among veterans under 30 years of age.

The linchpin, or essential element, that connects the two programs, this network, and Presidential veterans' initiatives is the current Transition Assistance Program and its subsequent directions and sub-programs.

Research reveals several on-line programs titled as Transition Assistance Program. This analysis focuses on two: the DoD Transition Assistance Program and Transition Assistance Program (TAP). The DoD Transition Assistance Program assists in the transitioning of military personnel and family members leaving the service. It explains that there are many steps to take with questions to be answered when undertaking this complex transition to civilian life and they are there to assist. The website, TurboTAP.org, is the DoD's official website providing information for service members on transitioning from military service. This website is supported by the Department of Labor and Veterans Affairs; and, is intended to serve as a supplement to the service offered by the Transition

Assistance Offices and other groups. The Transition Assistance Offices are located on military installations which are a part of the Army's WCTP.

The website offers a host of information, such as interview strategies, career decision toolkits, transition guides, on-line learning events, job search tools, benefits, pay and compensation resources, and quick reference checklists. An individual could spend hours upon hours researching and reviewing the information – click after click after click without establishing a user account. This website is used by the transitioning service members and the Transition Assistance Program Counselors. The current Transition Assistance Program instructions and counselors explain unemployment benefits and teach members to sign up. The Reservists and Guard are especially encouraged to sign up as a part of their demobilization process during the 90-days before they report back to their employers. This trend is also beginning to show up on the active duty side.

In addition, Active Duty and Reservist using the Government Issue (GI) Bill are being encouraged to double dip in states that will allow, meaning some collect unemployment while maintaining a full-time student status. In December 2010 Congress passed the Post-9/11 Veterans Education Assistance Improvements Act of 2010. The new law, often referred to as GI Bill 2.0, expands eligibility for members of the National Guard to include time served on Title 32 or in the full-time Active Guard and Reserve (AGR). Under the Post-9/11 GI Bill reimbursements are made to service members for their tuition and fees for the school of their choice and housing and other payments are made directly to them. Veterans who have served at least 90 days of active duty

service after September 10, 2001 and received an honorable discharge will qualify for the Post-9/11 GI Bill. To qualify for the full benefit a veteran must have served at least 3 years of active duty after September 10, 2001. Those who qualify for the Active Duty GI Bill, the Reserve GI Bill or Reserve Educational Assistance Program will have the option of choosing a benefit that best suits their needs. The new law also includes a new (reduced) housing stipend for online (distance) learners. These benefits may be used up to 10 years from the date of last discharge or release from active duty. The 10-year period can be extended by the amount of time a service member was prevented from training during that period because of a disability or because they were held by a foreign government or power.

The Transition Assistance Program is an e-recruiting site for job seekers from the military community (active service members, veterans, DoD civilians, spouses, family members and others). The program was founded by former military personnel and has built alliances with the Reserve Officers Association and other military organizations. It specializes in placing military talent in civilian jobs for over a decade. The website, TAOOnline.com, contains a disclaimer that it is not part of, or funded by, the U.S. Military or Government. This program claims to be the leader in online military recruiting and source for veterans' job and is also expanding in virtually every category of the military e-recruiting space. the intended users are employers and job seekers. Partnerships have been developed with companies like Wal-Mart, Accenture, Deloitte, Boeing, and others. The TAP offices are located within various DoD organizations, such the

Defense Logistics Agency and each branch of service: Air Force, Army, Marine Corps, and Navy.

The website allows for resume database searches, the job postings and advertising. Oddly enough, this website is not linked to the DoD Transition Assistance Program and in order to obtain any information a user, either job seeker or employer, must establish a user account and submit a request for inquiry. There is limited information available without the establishment of an account.

It was abundantly clear that there is not a centralized information source for veterans or employers and numerous databases exist where an individual or U.S. Company could sign up for under service auspices or other branches of government. Neither website showed any indication of a focal point or leader in charge of the website or process. The first website failed to outline a process or timeline for how all of the numerous pieces of information worked together to progress to an eventual job. The second website failed to identify a process or timeline for an employer who may be interested in posting a job or a job seeker interested in posting a resume. Neither website presented a clear conduit for industry to get educated on the process and to join the effort. Instead corporations and veterans alike are faced with literally hundreds of programs, thousands of documents, both government and private, to read over in an effort to become oriented with their program. The process is extremely confusing and time consuming.

Veterans face enormous transitional challenges in finding a job in a jobless economy. On November 9, 2009 President Obama issued Executive Order 13518, Employment of Veterans in the Federal Government.¹² The purpose of Executive Order 13518 was to create the Council on Veterans Employment which serves as a national forum for promoting veterans' employment opportunities within the Executive Branch. Executive Order 13518, Section 1. states: "Government as well as private employers should play a prominent role in helping veterans who may be struggling to find jobs. As one of the Nation's leading employers, the Federal Government is in need of highly skilled individuals to meet agency staffing needs and to support mission objectives." The last statement of the Policy concludes "The Federal Government will thereby help lead by example in promoting veterans' employment." The President's interagency Council is co-chaired by the Secretaries of Labor and Veterans Affairs. The Council membership consists of the heads of major governmental agencies and other executive branch agencies. The Secretary of Defense has been identified as a member of this Council.

An Office of Public Engagement New Release on July 1, 2011, stated that the Council on Veterans Employment met at the White House to review their results in increasing the number of veterans hired in the Federal Government. The Council members in attendance discussed creative ways to further increase veteran employment in both the public and private sectors. Several presentations were presented by the Council co-chairs and Vice-Chair on various initiatives that are being implemented by their agencies and the most recent

statistics on the Federal Government's hiring of veterans. On behalf of the Council, Undersecretary of Defense Dr. Cliff Stanley discussed the Veterans Acquisition Intern Program.¹³ The Veterans Acquisition Intern Program is designed to develop talent in some of the occupations that Government needs the most.

In order for this Executive Order to achieve its desired goals, three modifications are recommended to Executive Order 13518, Employment of Veterans in the Federal Government. The first recommendation is to elevate the Secretary of Defense to a Council Co-chair role along with the Secretaries of Labor and Veterans Affairs. The Secretary of Defense needs to continue to serve in a leadership capacity for this issue and has credible data that would assist the Council in focusing on the exact needs of veterans and to make informed decisions. The second recommendation is for the Office of the Undersecretary of Defense to issue a mandate that each Armed Forces Wounded Warrior Program report on identify metrics until a dedicated workgroup can be established to serve as a conduit to collect, analyze, recommend, and issue policy on a unified approach. The Undersecretary of Defense role would include reporting pertinent wounded warrior information from all of the armed services to the Council, facilitating discussions on creative solutions that would address the wounded warrior and family needs. Lastly, the final recommendation is to modify Section 5. Responsibilities of the Secretaries of Defense, Labor, Veterans Affairs, and Homeland Security to include the establishment of a forum similar to the President's Council with the mission to promote veteran

employment with corporate employers. This modification will allow the Government to gain access to valuable information that will connect corporate employers with veterans, lead the identification of desired skill sets and training needs, and create a valid source of corporate employers seeking to hire veterans that can be consolidated and disseminated. All three of these modifications will serve as justification for the U.S. Army's WCTP to hire organizational development/change management specialists which must be mirrored in other wounded warrior programs.

These modifications to Executive Order 13518 will achieve the President's goal of the Government leading by example in promoting veterans' employment in the Federal Government as well as in Corporate America and close the gap that currently exist in connecting corporate employers with veterans.

There are still a large number of companies that would like to help, but do not know where to start in this process. They have also stated that the existing bureaucratic process is too hard to navigate. There is neither a centralized information source for veterans or U.S. companies or database with linkage to one or many information sources. Furthermore, there is not a clear conduit for industry to get educated on the process which leaves corporate America to face literally hundreds of programs, governmental and private. Each program has been created with an abundance of good spirit and a fleeting dash of user ability. In view of these shortcomings, all four services' TAP Programs should work together and establish a TAP "head" at the Office of the Secretary of Defense in order to take centralized control of the staggering and confusing number of

information sources for employers and veterans alike. Next, in conjunction with DOL, DOD should publish a “catalog” for standardizing and translating military job skills and training into actionable information for employers. Lastly, DOD must outline a uniform process to effect the desired change, establishing a pathway to veterans’ employment.

In closing, the process of ensuring that our American heroes have a fair opportunity to compete in corporate America is an arduous task even for the Department of Defense. However, we owe our servicemen and women every opportunity to be successful for their bravery and commitment to this great country. We can accomplish this goal through training, coaching, continued mentorship and providing a first class system to accomplish this task.

While serving as a Corporate Fellow with Oracle I have had the opportunity to observe a very successful approach to hiring wounded warriors and Veterans. Oracle is a 40 billion dollar company that sells software, hardware and provides some consulting services. Their numbers in hiring veterans are relatively small compared to the number of veterans hired overall; but their success rate is extremely high, almost 100%. Vice Admiral (Ret) Bud Langston, Group Vice President, a highly decorated combat naval pilot is the center of gravity for this program and is a frequent visitor to the Wounded Warrior Treatment Facility at Walter Reed and Bethesda. Bud Langston leads Oracle's Business Development Program and Capture Management groups for public sector organizations across North America. He is responsible for major public sector strategic accounts across federal, state, local, and provincial government

and tribal markets for the U.S. and Canada. Mr. Langston joined Oracle in 1999 after serving more than 30 years in the United States Navy, retiring as a Rear Admiral. As a naval aviator, he accumulated more than 5,000 hours and 1,200 carrier landings flying strike fighter aircraft. During his aviation career, he flew more than 300 combat missions in Vietnam, the Persian Gulf, and Iraq. Retiring from the Pentagon as Director of the Navy Staff and Chief Information Office, he had oversight of the Navy's IT infrastructure and orchestrated numerous business process re-engineering initiatives as part of the Navy's Revolution in Military Affairs.

Mr Langston personally interviews each candidate and has developed a very comprehensive internship program. This internship program centers around exposing the veterans to the corporate culture and as a mini boot camp to get them up to speed on learn corporate structure in a business environment. Oracle's Injured Veteran Job and Training Program offers on-the-job training for soldiers wounded in the Afghanistan and Iraq wars. To date 16 veterans have entered the program, which spans Oracle's information technology, consulting, finance, human resources and sales departments.

In addition, the program involves role playing in various business scenarios, corporate protocol, meetings with senior Oracle managers, and participation in strategy sessions. Mr. Langston also provides personal mentorship that involves one on one counseling sessions, lunches and dinners at his home. He ensures each veteran is ready to perform independently before they are assigned to their respective division. One key objective of Mr. Langton's program is not only

preparing them for potential employment with Oracle but an opportunity to change the course of their life that ultimately could lead to employment with another major company. Feedback received from various department heads includes an overwhelming amount of requests for more veterans in each department. Their performance has been outstanding and in most cases exceeds their peers. The secret sauce in this instance is the attention afforded to the Veterans during their reception and the additional mentorship. This process has proved itself as a “win-win” for Oracle and our American heroes. In addition several major companies have requested that Mr. Langton discuss his success at Oracle in hiring our American heroes. In many cases the Uniformed Services have lead the way in creating change and influencing America as a whole...this is certainly a revolution that will require that invaluable influence.

Endnotes:

¹ Brook, Tom (15 December 2011). “U.S. war in Iraq officially ends”. USA Today. <http://www.usatoday.com/news/world/iraq/story/2011-12-15/Iraq-war/51945028/1?loc=interstitialskip>. Retrieved 15 December 2011.

² ^<http://www.defense.gov/NEWS/casualty.pdf> and ^<http://siadpp.dmdc.osd.mil/personnel/CASUALTY/oif-total.pdf>

³ ^<http://www.va.gov/opa/bios/secretary.asp>

⁴ ^<http://m.ncls.org/issues-research/employment-working-families/national-employment-monthly-update.aspx>

⁵ ^<http://www.bls.gov/news.release/empsit.nr0.htm>

⁶ ^<http://www.bls.gov/news.release/pdf/vet.pdf>

⁷ Association of the U.S. Army’s Institute of Land Warfare (ILW). Defense Report “Improving Care for Wounded Warriors: Warrior Care and Transition Program”, Arlington, VA: Association of the United States Army’s Institute of Land Warfare, February 2009:DR 09-1

⁸ ^http://armed-services.senate.gov/testimony.cfm?wit_id+7556&id=3614

⁹ ^<http://www.alliedbarton.com/AboutUs/Awards.aspx>

¹⁰ ^ <http://www.blackstone.com/news/news-views/blackstone-portfolio-company-alliedbarton-supports-u.s.-veterans-and-reservists>

¹¹ ^ <http://100000jobsmission.com/>

¹² ^<http://www.whitehouse.gov/the-press-office/executive-order-veterans-employment-initiative>

¹³ ^<http://www.whitehouse.gov/blog/2011/07/01/council-veterans-employment-meets-discuss-the-way-forward>